



CITY OF  
**PALO  
ALTO**



# LETTER FROM THE DIRECTOR

I am pleased to present this updated Palo Alto Public Works Department Strategic Plan for the next four years. This plan serves to summarize in one document and link together the multi-faceted services and endeavors that the Public Works Department provides to the Palo Alto community.

This Plan includes our department's vision, mission and values statements. The values direct how we accomplish our work and shape our culture. They define what is important to us, how we like to think of ourselves and how we would like others to perceive us. Our Strategic Plan helps us make informed decisions about where to best direct our resources most efficiently, as well as outlining our department's divisions' goals and how we expect to measure our progress towards accomplishing them.

The Public Works Department provides excellent services and has delivered many key projects and improvements to the City since our first Strategic Plan in 2015. Most recently, we have been challenged by unprecedented levels of staff vacancies that began during the Covid-19 pandemic and have extended for multiple years, constraining our capacity to make all the progress we aspire to. With new resources committed to position recruitments, we have a plan to address this problem over the coming six months, which will further our divisions' ability to make progress on the goals contained in this plan.

I have enjoyed the process of developing this updated Strategic Plan with our department leadership, and I am enthusiastic about working with staff throughout the department to accomplish its goals. As a department, we are privileged to have the opportunity to provide new infrastructure and amenities that will benefit the community for generations, lead Palo Alto's efforts to meet groundbreaking and nationally recognized sustainability and climate action goals, and continuously improve the wide-ranging services our department provides. At the same time, we will work to improve employee recruitment and retention in partnership with the City Manager's Office and other departments, with a renewed emphasis on diversity, equity, and inclusion. I encourage all of our employees to review the plan and to think about and commit to their individual roles in contributing to its success.

*Brad Eggleston*



# VISION

Public Works Department is a world class team of professionals making Palo Alto the healthiest, most vibrant, and sustainable community possible through a dedication to excellence.



# MISSION

Public Works strives to make Palo Alto the ideal place to live, work and play.



# VALUES

## Collaboration

Partner with stakeholders throughout the city organization and the community at large to deliver services and projects as a team

## Environmental Harmony

Act as model stewards of the environment by applying adaptive management practices, whenever possible

## Ethics

Conduct business with courtesy, honesty and integrity

## Innovation

Encourage and embrace creative thinking and an entrepreneurial spirit

## Professionalism

Deliver quality services and projects that we can all be proud of

## Responsiveness

Complete projects and services in a timely, predictable manner



# DIVISIONS

The Department is comprised of four divisions:

## Airport Operations

Operates and maintains the Palo Alto Airport (PAO), a General Aviation airport with a Federal Aviation Administration-staffed Air Traffic Control Tower. Manages facility and field maintenance and tie down services and provides a hub for emergency medical, fire, law enforcement and disaster relief services. PAO acts as a gateway for many business and recreational visitors who produce a “multiplier effect” of economic benefits throughout the community. In addition to being the tenth busiest airport in California, it is an important reliever airport to three Bay Area airports.



## Engineering Services

Plans, designs and manages construction and renovations of City-owned facilities and parks infrastructure. Manages the streets and sidewalks capital maintenance programs. Designs and constructs storm drainage rehabilitation and capacity improvement projects and administers the National Flood Insurance Program. Provides engineering support to City departments and the private development community for construction in the public right-of-way.



## Environmental Services

Operates and maintains the Regional Water Quality Control Plant that also serves the neighboring communities of Los Altos, Los Altos Hills, Mountain View, Stanford University and the East Palo Alto Sanitary District. Conducts a pre-treatment program to support industrial and commercial dischargers and provides pollution prevention information and programs to residents and businesses. Manages the City’s solid waste programs including the Zero Waste program, Household Hazardous Waste Collection and Disposal Program and activities associated with the closure of the Palo Alto landfill, and oversees climate adaptation and sustainability programs.



## Public Services

Responsible for preventive maintenance and repair of City-owned and leased buildings, streets, sidewalks, storm drains, traffic signs and markings. The division also manages street sweeping operations, maintenance of the City’s fleet and graffiti removal. The Urban Forestry section has overall responsibility for maintaining the City’s thriving tree canopy and implementing the recently adopted Urban Forest Master Plan.



# ORGANIZATION



## PUBLIC WORKS DIRECTOR Brad Eggleston

1.00-Administrative Assistant

1.00-Senior Management Analyst

### PUBLIC SERVICES

- 1.00 Assistant Director, Public Services
- 1.00 Management Analyst
- 1.00 Management Assistant
- 3.00 Administrative Associate II

### FACILITIES MAINTENANCE

- 1.00 Facilities Manager
- 1.00 Facilities Maintenance Operations
- 2.00 Facilities Maintenance-Lead
- 7.00 Facilities Technician
- 2.00 Facilities Painter
- 1.00 Facilities Carpenter
- 1.00 Electrician
- 1.00 Coordinator Public Works Projects
- 1.00 Building Service Person—Lead
- 1.00 Engineering Technician III
- 1.00 Project Manager

### FLEET

- 1.00 Fleet Manager
- 1.00 Assistant Fleet Manager
- 1.00 Project Manager
- 2.00 Fleet Services Coordinator
- 1.00 Motor Equipment Mechanic-Lead
- 1.00 Equipment Maintenance Service Person
- 5.00 Motor Equipment Mechanic II

### URBAN FORESTRY

- 1.00 Manager Urban Forest\*
- 1.00 Landscape Architect\*
- 3.00 Project Manager\* \*\*
- 2.00 Tree Maintenance Specialist\*\*
- 1.00 Tree Trim/Line Clear—Lead
- 7.00 Tree Trim/Line Clear
- 1.00 Building Planning Technician\*

### TRAFFIC CONTROL/STREET SWEEPING

- 1.00 Manager, Maintenance Operations
- 1.00 Project Manager
- 2.00 Street Sweeper Operator
- 2.00 Street Maintenance Assistant
- 1.00 Coordinator, Public Works Projects
- 1.00 Traffic Control Maintenance II
- 2.00 Traffic Control Maintenance I

### STORM DRAIN/STREET MAINTENANCE

- 1.00 Manager, Maintenance Operations
- 2.00 Heavy Equipment Operator-Lead
- 3.00 Heavy Equipment Operator
- 3.00 Equipment Operator
- 1.00 Cement Finisher—Lead
- 2.00 Cement Finisher

### ENVIRONMENTAL SERVICES

- 1.00 Assistant Director, Environmental Service
- 1.00 Management Analyst

### WATER QUALITY CONTROL PLANT

- 1.00 Water Quality Control Plant Manager
- 2.00 Administrative Associate II
- 2.00 Assistant Manager WQC
- 2.00 Senior Engineer
- 3.00 Supervisor WQC Operations
- 6.00 Senior Operator, WQC
- 16.00 Plant Operator II
- 1.00 Manager Laboratory Services
- 2.00 Senior Chemist
- 3.00 Chemist
- 3.00 Lab Technician
- 2.00 Electrician Lead
- 3.00 Electrician
- 1.00 Senior Mechanic
- 7.00 Plant Mechanic
- 1.00 Senior Technologist
- 2.00 Project Engineer
- 1.00 Technologist
- 1.00 Engineer

### WATERSHED PROTECTION

- 1.00 Watershed Protection Manager
- 2.00 Manager Environmental Controls
- 2.00 Program Assistant II
- 1.00 Project Manager
- 1.00 Senior Engineer
- 3.00 Associate Engineer
- 1.00 Senior Waste Investigator
- 2.00 Industrial Waste Investigator
- 3.00 Industrial Waste Inspector

### ZERO WASTE/REFUSE

- 1.00 Manager Solid Waste
- 3.00 Manager Environmental Controls
- 1.00 Zero Waste Coordinator
- 1.00 Program Assistant I
- 2.00 Environmental Specialist
- 1.00 Facilities Maintenance Lead
- 2.00 Landfill Technician

### SUSTAINABILITY PROGRAM

- 1.00 Manager Environmental Control Programs
- 1.00 Environmental Specialist
- 1.00 Senior Engineer

### ENGINEERING SERVICES

- 1.00 Assistant Director, Engineering Service
- 1.00 Management Analyst
- 1.00 Administrative Associate III

### FIELD SERVICE (SURVEY AND INSPECTION)

- 1.00 Supervisor Inspections/Survey
- 2.00 Inspector—Field Service
- 1.00 Surveyor

### CIP PROGRAM (STRUCTURES, STREETS & SIDEWALKS, STORM DRAIN, PARKS)

- 4.00 Senior Engineer
- 1.00 Architect/Park Planner
- 7.00 Project Engineer
- 4.00 Engineer
- 1.00 Associate Engineer
- 1.00 Project Manager

### PRIVATE DEVELOPMENT

- 1.00 Senior Engineer\*
- 2.50 Engineering Technician III\*
- 1.00 Engineer\*
- 1.00 Associate Engineer

### AIRPORT DIVISION

- 1.00 Airport Manager
- 1.00 Manager, Maintenance Operations
- 1.00 Management Analyst
- 2.50 Facilities Technician
- 1.00 Administrative Associate I

### FY 2024 POSITION TOTALS

207.00—Full-Time  
9.68—Hourly

\* These positions serve functions that support the Planning and Development Services Department

\*\* These positions serve functions that support the Utilities Department

This organizational chart represents citywide Full-Time Equivalents (FTEs) for this department. The Department Summary tables summarize FTEs by position allocation.

# CRITICAL ISSUES

The Public Works Department is dedicated to delivering the highest quality services to the Palo Alto community. Working with our partners, we are committed to providing innovative, cost effective, environmentally responsible and equitable services that make Palo Alto an appealing City. There are several critical issues facing City staff and the community as these services are planned and delivered.

Public Works is a lead City Department addressing Climate Change, and the Office of Sustainability is located within it. The Department works both proactively to prevent further climate change and reactively to address change as it occurs. In addition to our role promoting community action to meet the City's 80 x 30 carbon reduction goal, Public Works is also tasked with the significant challenge of electrifying the City's buildings and vehicle fleet. Increasing population and carbon emissions are warming the planet, exacerbating flooding, droughts, extreme weather and fires. Work on all of those is occurring.

Resiliency is the best word to describe what must be achieved; the ability to prepare for and then effectively react to these often terrible events.

Public Works oversees a diverse range of responsibilities that include designing, constructing and maintaining

city-owned infrastructure such as buildings, streets, sidewalks, storm drains, bridges, parks, wastewater facilities, an airport, a closed landfill and an urban forest.

Much of this infrastructure is aging and requires significant capital investment. With over \$300 million in identified capital renewal needs, the Regional Water Quality Control Plant is the most visible example, and represents a real challenge as the department adapts to executing ongoing large construction projects while running a 24/7 critical facility. Even day to day maintenance of the City's infrastructure is challenged by rising costs and high expectations, which often lead to conflicting priorities. Perhaps our most critical issue is the success of our staff recruitment and retention efforts. Public Works and other Departments are always searching for innovative incentives and ways to make people want to work, and work hard, for Palo Alto. Creating an environment where all people feel welcome and included is a key to success. This is true in the staff's own internal work and in working with all segments of the community at large.

Successfully adapting to the post-pandemic opportunity for hybrid work schedules for work that allows it, and thoughtful implementation of the City's Positive Work Environment initiatives are some of the key strategies to address our recruitment and retention challenges.





# GOALS & PERFORMANCE MEASUREMENTS



## Airport Division

Andrew Swanson, Airport Manager

Goal	FY 2024-FY 2025 Objectives	FY 2026-FY 2027 Objectives	FY 2028 and Beyond Objectives
<b>Phase Out Leaded Fuel</b>	Make Unleaded Fuel 94 Octane available and achieve 50% use	End sale of leaded fuel	
<b>Complete Long Range Facilities &amp; Sustainability Plan</b>	Complete plan, including Council adoption	Develop a Business Plan for the airport	
<b>Terminal Design</b>	Select consultant and begin design	Complete design	
<b>New/Increased Revenue Sources</b>		Review proposed additional revenues and begin implementation of new revenue sources	If needed continue to implement new revenue sources
<b>Solar/Electrification</b>	In alignment with LRFSP process, initiate an RFP for an initial electric aircraft service center fixed base operator, to include solar covered parking and maximizing electrification	Implement the electric aircraft service center	Ensure that Palo Alto Airport has electrification capacity as the aircraft fleet converts
<b>Proactively research and act on opportunities to reduce noise impacts</b>	Update noise abatement procedures and implement new technology to track noise violations in real time		



# GOALS & PERFORMANCE MEASUREMENTS

## Engineering Services Division

Holly Boyd, Assistant Director

Goal	FY 2024-FY 2025 Objectives	FY 2026-FY 2027 Objectives	FY 2028 and Beyond Objectives
<b>Complete the 2014 Council Infrastructure Plan Projects</b>	Complete the Charleston/ Arastradero Corridor, Public Safety Building, and Downtown Parking Guidance System projects	Complete the Fire Station No. 4 and Byxbee Park projects	
<b>Implement the 13 projects included in the 2017 Storm Drain Ballot Measure</b>	Construct five projects—including East Meadow Circle Connection to Adobe Creek Pump Station, East Meadow Drive System Upgrades, Corporation Way System Upgrades and Pump Station, West Bayshore Road Pump Station, and West Bayshore Road Trunk Line Improvements	Design and construct the Hamilton Avenue Capacity Upgrades project. Update the 2015 Storm Drain Master Plan.	Design and construct the remaining six storm drain projects (prior to June 1, 2032). Consider reauthorizing the storm drain ballot measure to construct additional projects identified in the updated Storm Drain Master Plan.
<b>Electrify City facilities (joint Public Services and Engineering Services initiative)</b>	Complete Facilities Assessment and Electrification Plan. Establish goals and capital budget for electrification.	Implement electrification plan	Achieve 80% reduction in City facility GHG emissions
<b>Implement an Electronic Record Management System</b>	Investigate options within the City or issue an RFP to implement an electronic record management system for tracking as-builts and project files	Consider expanding the electronic record management system Department-wide	



# GOALS & PERFORMANCE MEASUREMENTS



## Environmental Services Division

Karin North, Assistant Director

Goal	FY 2024-FY 2025 Objectives	FY 2026-FY 2027 Objectives	FY 2028 and Beyond Objectives
<b>Minimize waste generation and maximize recycling and reuse programs to achieve Zero Waste by 2030</b>	Develop and implement new food waste reduction outreach campaign; comply with SB 1383, California's Short-Lived Climate Pollutant regulations; analyze Deconstruction Ordinance effectiveness.	Evaluate potential modifications to the Deconstruction and Construction Materials Management Ordinance	Demonstrate substantial progress on a path to zero waste by 2030, update Zero Waste plan, and conduct an RFP for a future waste management contract
<b>Protect Palo Alto's watershed and public health via the City's wastewater, stormwater, solid waste, and hazardous waste programs and comply with all applicable regulatory requirements</b>	Ensure ordinance alignment with requirements for permits by updating the Sewer Use Ordinance, the stand alone Stormwater Ordinance, the Fats, Oils and Grease ordinance, and Septic Waste Hauling to the RWQCP  Negotiate a new 5-year NPDES permit for the RWQCP	Strategize how to comply with trash requirements for the stormwater municipal regional permit  Complete the update to the Long Range Facilities Plan for the RWQCP, including a Biosolids Facilities Plan update	Complete the Secondary Treatment Upgrades project to reduce nutrients and renew aging infrastructure  Finalize the design of the new Headworks Facilities project
<b>Oversee climate adaptation and sustainability programs to achieve climate and sustainability goals by 2030</b>	Implement Council-approved 3-year Sustainability Work Plan, prioritizing community engagement, fleet electrification, developing a Sea Level Rise Adaptation Plan, strategies to protect against flood events, supporting the Green Stormwater Infrastructure Plan, and promoting a "Zero Waste lifestyle"	Develop a new Sustainability Work Plan, which could include prioritizing community engagement, implementing the Sea Level Rise Adaptation Plan, supporting the Green Stormwater Infrastructure Plan, and expanding the Deconstruction and Construction Materials Management Ordinance  Complete construction of the Palo Alto Horizontal Levee Project	Begin planning for new goals beyond 2030  Implement actions to achieve carbon neutrality goal by 2030
<b>Maximize the recovery of energy and products from Wastewater, Refuse, and Stormwater</b>	Finalize design of the Small Salt Removal Facility to improve recycled water quality and begin construction  Negotiate with Valley Water to reuse effluent for purified water in the future	Finish construction of the Small Salt Removal Facility  Update RWQCP Long Range Facilities Plan and provide and update to the Biosolids Facilities Plan to determine best use of biosolids	Support the City's One Water Plan



# GOALS & PERFORMANCE MEASUREMENTS

## Public Services Division

Michael Wong, Assistant Director

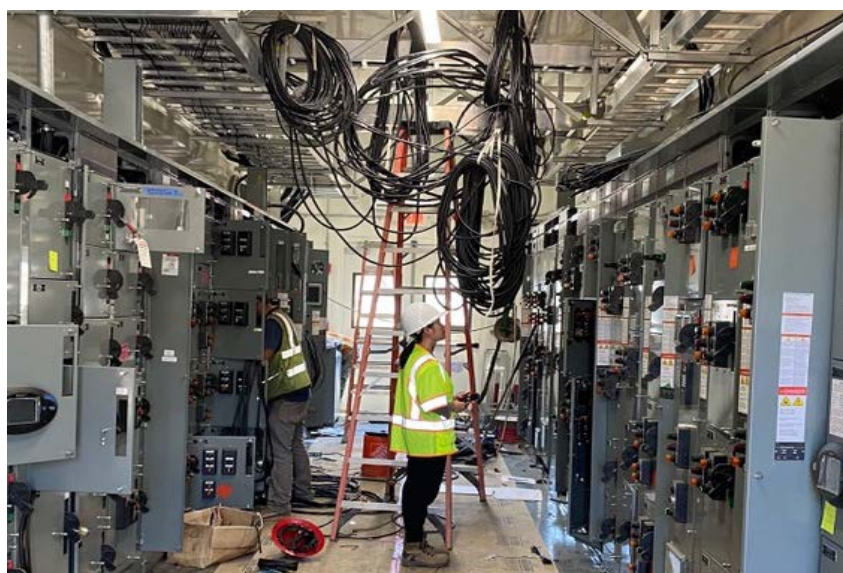
Goal	FY 2024-FY 2025 Objectives	FY 2026-FY 2027 Objectives	FY 2028 and Beyond Objectives
<b>Provide electric vehicle charging infrastructure for fleet electrification</b>	Install new EV chargers using existing electrical infrastructure. Identify sites that need upgraded electrical infrastructure and associated project planning	Design and construct new or upgraded infrastructure for sites needing more capacity	
<b>Electrify City facilities</b>	Complete Facilities Assessment and Electrification Plan. Establish goals and capital budget for electric infrastructure facility upgrades.	Implement electrification plan	Achieve 80% reduction in City facility GHG emissions
<b>MSC Space Planning</b>	Determine needs and requirements for the next 10-15 years.	Perform feasibility study. Establish goals and capital budget for MSC project(s)	Begin first phase of improvements
<b>Improve the Public Services Division safety program.</b>	Review, update, and create safety policies and training. Create central electronic record keeping for safety training and certifications.	Evaluate resources and consider potential budget request for program needs	Maintain excellent safety programs
<b>Optimize emergency response planning, operations, and communications</b>	Create and document SOPs. Train employees on updated processes. Evaluate potential call center, dispatching, and documentation improvements. Train additional and backup staff.	Analyze operational efficiency of any current emergency responses	Analyze operational efficiency of any current emergency responses



# NEXT STEPS

This Strategic Plan is a living document that will be updated every three years. In addition, as part of the annual budget development process, the Department staff will review the goals and performance measures set out in this document to assess our progress towards achieving our Strategic Plan priorities. As necessary, the specific strategies and tactics identified in this plan will be adjusted to keep each Division on target to meet its goals and the applicable performance metrics. The Department's budget is aligned with and supports the priorities in this Strategic Plan and it is expected that each annual budget and any subsequent strategic planning effort will continue to maintain this alignment.

This Strategic Plan sets organizational priorities in line with our Department's vision, mission and values. We will continue to make the necessary decisions to invest resources such as personnel, equipment and funding to these priorities to further ensure their delivery and success.



# REFERENCED PLAN SUMMARY

The Strategic Plan has specifically highlighted the various plans the Department staff has considered in setting the strategy, goals and metrics in this updated plan. Because of the diverse division responsibilities and the granular and very technical nature of some of these plans they are incorporated by reference and not by specific inclusion in this Strategic Plan document itself.

## Airport Layout Plan

**Adoption Date: 2014**

The Airport Layout Plan is prepared in accordance with FAA requirements and is a precursor to the preparation of a new Airport Master Plan. The plan identifies long term facility needs at the airport and is required in order to be eligible to request federal grant funds for airport improvement projects.

[Website](#)

## Baylands Master Plan

**Adoption Date: 2008**

The Baylands Master Plan was originally adopted in 1978 and amended in 1979 and 1988. A fourth edition was adopted in 2008. It serves as a long-range plan for treating the Baylands as an integrated whole and balancing ecological preservation with continued commercial and recreational use. The overall goal is to preserve and enhance the unique irreplaceable resources of the Baylands while providing a framework and guide for future actions in the area.

[Website](#)

## Capital Improvement (Infrastructure) Plan

**Adoption Date: 2023**

The Capital Improvement Plan is a rolling 5-year plan to fund capital projects not funded by enterprise or internal service funds. Examples of these projects include street maintenance, park improvements, facility improvements to libraries, community centers, and public safety facilities, traffic signals, and sidewalk improvements. A total of 79 projects are programmed over the 2024-2028 CIP, with a cumulative total cost of \$234.4 million.

[Website](#)

## Pollution Prevention Plan

**Adoption Date: 1998**

The Pollution Prevention Report is an annual summary of Palo Alto's Regional Water Quality Control Plant's efforts to reduce pollution releases to San Francisco Bay and to comply with National Pollution Discharge Elimination System Permit requirements.

[Website](#)

# REFERENCED PLAN SUMMARY

## Comprehensive Plan

**Adoption Date: 2017**

The Comprehensive Plan is the primary tool for guiding preservation and development in Palo Alto. It builds on shared community values and aspirations to guide preservation and to manage growth and change. The Plan fulfills the State requirement that the City adopt a General Plan to serve as its constitution, with internally consistent goals and policies that reflect the community's priorities regarding land use, circulation, conservation, housing, open space, noise, and safety. The Plan provides a foundation for the City's development regulations, capital improvements program, and day-to-day decisions. The Comprehensive Plan update adopted in November 2017 brings all the Plan Elements up to date and addresses changes to the demographic, economic and environmental conditions in Palo Alto that are anticipated to occur through 2030. [Website](#)

## Green Stormwater Infrastructure Plan

**Adoption Date: 2019**

The Green Stormwater Infrastructure (GSI) Plan was adopted in 2019 to comply with the State's Municipal Regional Stormwater National Pollutant Discharge Elimination System (NPDES) Permit (MRP) in the San Francisco Bay Area (Order R2-2015-0049). The purpose of the plan is to describe how the City will gradually integrate GSI features into its urban landscape and stormwater conveyance systems over several decades. GSI uses vegetation, soils, and natural processes to manage stormwater runoff.

[Website](#)

## Local Hazard Mitigation and Adaptation Plan

**Adoption Date: 2017**

The Palo Alto Local Hazard Mitigation and Adaptation Plan identifies and prioritizes potential and existing hazards across jurisdictional borders, including hazards that may be further amplified by climate change. In an effort to guide the ongoing hazard mitigation efforts, mitigation objectives are identified with prioritized actions for each objective. Through mitigation projects, hazards will have smaller impacts on Palo Alto in the future. [Website](#)

## Parks, Trails, Open Space and Recreation Master Plan

**Adoption Date: 2017**

The long-range (25-year) master plan provides the City with clear guidance regarding future renovations and capital improvement needs for parks, trails, open space, and recreation facilities and programs for the next 20 years. The goal of the master plan is to provide clear guidance and recommendations on how to meet the demands for future recreational, programming, environmental, and maintenance needs, as well as establish priorities for future park renovations and facility improvements.

[Website](#)

## Recycled Water Facility Plan

**Adoption Date: 2018**

This plan investigates the expansion of the Palo Alto Regional Water Quality Control Plant's (RWQCP) regional recycled water system to serve areas in the City of Palo Alto. This Study documents the work conducted in support of this effort, known as the Palo Alto Recycled Water Project (Project).

[Website](#)

# REFERENCED PLAN SUMMARY

## RWQCP Long Range Facility Plan

**Adoption Date: 2012**

This plan identifies the anticipated improvements that will be needed at the RWQCP over a 50-year time horizon.

[Website](#)

## Storm Drain Master Plan

**Adoption Date: 2015**

The Storm Drain Master Plan was first developed in 1993. High priority problems identified in that plan were incorporated into a 2005 ballot measure to increase storm drainage fees through 2017. An updated plan was updated in June 2015. The purpose of the updated plan is to identify and prioritize a new set of storm drain projects to further improve the storm drain system in the City.

[Website](#)

## Sustainability and Climate Action Plan (S/CAP)

**Adoption Date: 2023**

The Sustainability and Climate Action Plan (S/CAP) was originally adopted in 2007, as the Climate Protection Plan. The plan was renamed and updated in 2016, establishing a goal of reducing greenhouse gas emissions (GHGs) 80% below 1990 levels by 2030. The S/CAP was further updated and adopted in 2023, establishing an ambitious carbon neutrality by 2030 goal. The S/CAP is a comprehensive document laying out the City's strategy to achieve these ambitious carbon reduction goals, while improving our natural environment, adapting to climate impacts, and increasing livability for Palo Alto residents.

[Website](#)

## Trash Load Reduction Plan

**Adoption Date: 2014**

The Municipal Regional Stormwater National Pollutant Discharge Elimination System ("NPDES") Permit for Phase I communities in the San Francisco Bay, also known as the MRP, became effective on December 1, 2009. The MRP applies to 76 large, medium and small municipalities (cities, towns and counties) and flood control agencies in the San Francisco Bay Region, collectively referred to as Permittees. Provision C.10.c of the MRP requires Permittees to submit a Trash Management Plan to reduce trash discharges to receiving waters by 100 percent by June 30, 2025. The Trash Load Reduction Plan will be revised in FY 2024. [Website](#)

## Urban Forest Master Plan

**Adoption Date: 2019**

The Urban Forest Master Plan (UFMP) was first adopted in 2015 and updated in 2019. The purpose of the UFMP is to establish long-term management goals and strategies to foster a sustainable urban forest in Palo Alto. The UFMP addresses current achievements and issues and outlines a plan for addressing these issues and improving the urban forest over the next ten years. Specific issues include canopy cover discrepancies, interdepartmental coordination, City regulations regarding trees, and management practices.

[Website](#)

## Zero Waste Plan

**Adoption Date: 2018**

The Zero Waste Operational Plan was an outgrowth of the Zero Waste Strategic Plan, finalized in 2005. The Strategic Plan set goals of 73% diversion of waste from disposal and a goal of eliminating all waste sent to landfills by 2021. The updated Zero Waste Plan was adopted in 2018 and contains new and revised provisions, initiatives, and a Council adopted goal of 95% diversion of materials from landfills by 2030 leading to zero waste.

[Website](#)